



## City Council Staff Report

**Subject:** Arts and Culture Visioning, Programming, Public Outreach and Planning Specialist Consultant Services Contract Award

**Author:** Nate Rockwood

**Department:** Budget, Debt, & Grants Department

**Date:** October 12, 2017

**Type of Item:** Administrative

### Summary Recommendation

Authorize the City Manager to enter into a contract, in a form approved by the City Attorney's office, with Webb Management Services, Inc. for Arts and Culture District specialist consultant services (A&C Consultant) contract award. (Exhibit A – Webb Management Services, scope of services and fee schedule).

### Executive Summary

On September 1, 2017 the City, in partnership with Sundance Institute and Kimball Art Center, issued a Request for Proposals (RFP) for an Arts & Culture Visioning, Programming, and Planning Specialist Consultant Services (A&C Consultant).

The A&C Consultant will work with the Project Development Team to create the development and operational vision, goals, priorities, and objectives for the Arts and Culture District. The A&C consultant will also lead the public outreach and community stakeholders input process. The A&C Consultant work will lead to the release of an Arts and Culture District design team RFP that is expected to be out the week of October 30, 2017.

The Project Development Team, including representatives from Sundance Institute, Kimball Art Center and Park City Municipal Corporation, recommend the consultant services of Webb Management Services, Inc. for this phase of the planning, visioning and public outreach process. The selection of Webb Management Services, Inc. was the unanimous selection for the A&C Consultant contract by the joint selection committee.

### Background

On July 20, 2017, City Council adopted letters of intent with the Kimball Art Center and Sundance Institute to design and build a Park City Arts and Culture District in Bonanza Park. The City also adopted a purchase agreement for the Bonanza Park East properties and adopted a resolution enacting a 1% Transient Room Tax to be effective January 1, 2018.

As the first step in the creation of the Arts and Culture District, the City, Kimball Art Center and Sundance Institute issued a joint A&C Consultant RFP on September 5, 2017. The request was to include services of qualified professional consultants or

groups with direct knowledge, technical capability, and experience in working with arts organizations, local governments, and community residents to define an Arts and Culture District development and operational vision; assess the opportunity and capacity for the planning and implementation of the District; and provide guide goals, priorities, and objectives for the arts and culture district project. Proposals were due September 15, 2017.

The full A&C Consultant RFP is located in the following link: [A&C Consultant RFP](#)

### Acronyms

TRT – Transient Room Tax  
RFP – Request for Proposals  
A&C - Arts and Culture

### The Opportunity

The A&C Consultant will be instrumental in the solidifying the concepts for the Arts and Culture District design. The Consultant will make technical recommendations regarding the long term vision, governance and success of the district after undertaking a community outreach and stakeholder process. The A&C project deliverables will include a kickoff meeting with the project partners, one-on-one and group stakeholder meetings.

### Alternatives for City Council to Consider

**1. Recommended Alternative:** Approve the contract with Webb Management Services, Inc. for Arts and Culture District specialist consultant services

Pros:

- a) The Consultant will provide valuable visioning, economic and programing information for the design team RFP.
- b) The A&C Consultant will provide public outreach services and arts and culture expertise, which will benefit the project and the community.

**2. Null Alternative:** Staff could prepare a Design RFP without additional consultant services

**3. Other Alternatives:** Council could provide direction to continue the RFP process and search for other candidates for A&C Consultant services.

### Analysis

As part of the initial design and visioning process, the City issued the A&C Consultant RFP on September 5, 2017. The City received five proposals, which were evaluated by the Project Development Team, including representatives from Sundance Institute, Kimball Art Center and Park City Municipal Corporation. The Project Development Team conducted interviews of several consultants from the five proposals. The A&C Consultant scope and timeline has been divided into three phases. The first phase includes visioning, public and community stakeholder outreach, needs assessment and demand analysis, district operational and programing business plan, economic impact analysis, and community engagement plan. The second and third phase includes

outside oversight to stay focused on project goals throughout the design and construction process.

It is expected that the A&C Consultant contract will be awarded by October 12, 2017. The visioning exercises, the initial public outreach and community stakeholder input and scoping is expected to be completed by November 30, 2017. It is anticipated that the Project Development Team will work with the A&C Consultant to draft the Arts and Culture Design Services RFP and select the MPD design team by December 14, 2017. The A&C Consultant will continue to work with the Project Development Team throughout the design process to ensure the design meets the development and operational vision, goals, priorities, and objectives identified for the Arts and Culture District and continue public outreach throughout the design and development of the project. The A&C Consultant will act as a creative consultant for the Project Development Team independent of the Design Services Team.

Total A&C Consultant Contract:	
Phase I	\$55,655
Phase II	\$42,300
Total	\$97,955

City staff has worked with Webb to prepare the phase I scope and timeline, which will allow the phase I work to be completed in a 10-week timeline. This timeline will allow the design RFP to be out before the winter season and before the 2018 Sundance Film Festival.

See Attachment A – Webb deliverable scope, timeline and fee worksheet.

**Key Dates:**

- A&C Consultant RFP published - September 1, 2017.
- Sales revenue bonds Authorizing Resolution – September 21, 2017.
- A&C Consultant Contract award.- October 12, 2017.
- Visioning exercises and 1<sup>st</sup> round of stakeholder outreach complete by October 20, 2017.
- Property due diligence period ends - October 31, 2017.
- Community/Stakeholder input and scoping complete by November 10, 2017.
- Design Services Team RFP published – November 1, 2017.
- Sales revenue bonds sale and closing – November 16, 2017.
- Final reports and deliverables for A&C Consultant visioning Phase 1 work by December 14, 2017.
- Design Services Team contract award – December 14, 2017.
- 1% Transient Room Tax effective date January 1, 2018.
- Property Closing before January 31, 2018.
- Phase 2 development document MPD and Plat Amendments work completed sometime between June and August 2018.
- Phase 3 design documents and construction documents required for building permits work completed sometime between December 2018 and March 2019.

- Land purchases by Kimball Art Center and Sundance Institute.
- Project groundbreaking spring 2019.

### **Department Review**

Budget, Debt, & Grants Department, Community Development Department, City Attorney's Office, and City Manager

### **Funding Source**

Contract funding will come from cp0307 Bonanza Park project in the Council adopted 5-year Capital Improvement Plan.

### **Attachments**

Exhibit A – Webb Management Services, Inc. project deliverable scope, timeline and fee worksheet.

## contract

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**to:** Nate Rockwood, Park City Municipal Corporation  
**from:** Duncan Webb, Webb Management Services  
**regarding:** Arts & Culture District Mixed-Use Development Project  
**date:** October 10, 2017

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Further to our proposal dated September 15 and subsequent discussions, we are pleased to confirm our work plan and financial terms for the project.

### **phase one: concept development**

**kick-off meetings:** Meet with the project partners to understand their individual and collective goals for the project, also confirming how each wishes to participate in the planning process.

**materials review:** Review materials related to the Bonanza Park property and the work done to date on the mixed-use development and district concept. Also review other plans and studies related to arts and culture in the region and the particular long-term plans of the project partners.

**cultural district case studies:** Identify and research comparable projects in communities similar in size and/or character to Park City, as well as aspirational communities that have successfully developed and supported cultural districts, facilities, and programs like those under consideration. Determine how those districts were developed, programmed, and sustained, and collect other information about size, components, location, cost, and keys to success to inform and validate the choices being considered in Park City.

**needs assessment + demand analysis:** Assess demand for cultural programs and facilities co-located in the proposed district in terms of four key issues:

- \* market/audience assessment: Define and analyze potential audience demand for new facilities and programs, reviewing the market size, prospects for growth, and key characteristics based on national research and trends in arts participation. Within that analysis, consider the full-time, seasonal, and tourist populations in Park City as distinct segments, each with their own characteristics, interests, and capacity to support a district.

- \* competitive analysis: Consider the use and evaluate the condition of existing or planned cultural facilities in the region to suggest the quality, use, availability, and cost of those facilities, identifying any gaps in that inventory that might be filled by this project.
- \* organizational demand: Through a combination of interviews, group meetings, and surveys, quantify demand for space within the proposed development and district on the part of:
  - A. The project partners and their particular need for space;
  - B. Other nonprofit cultural organizations in the community that need spaces for performance, exhibition, rehearsal, teaching, and related programs;
  - C. Creative-sector businesses now present in the area that might be recruited to the district; and,
  - D. Other compatible uses and users that enhance the brand and image of a new cultural district in Park City.

Given that the need for space could well exceed the available property, we would work closely with the project partners to ensure that the developing concept is appropriately scaled to the site and that community expectations around the project can be managed.

- \* benefits + impacts: Finally, review community goals and priorities in order to understand how the development of a cultural district will move Park City and the project partners towards the achievement of long-term goals.

Our examination of these four issues, plus our review of comparable projects, will lead to conclusions and recommendations around viability of the district concept, the types of uses and programs that should animate the district, and a conceptual description of the facilities and spaces that should accommodate that activity.

**district concept testing:** We would then take this preliminary concept out into the community for review and comment, with a community workshop and open house, plus an associated social media engagement plan.

**district business plan:** Once the concept has been tested and adjusted accordingly, we would develop a preliminary district business plan that addresses:

- \* operating goals: Define operating goals for the district on the part of the project partners.
- \* governance + operating plan: How the proposed district should be governed and operated, through some form of corporate entity or partnership.
- \* programming + positioning plan: How the district and its partner components can be programmed and positioned to attract audiences and economic activity of benefit to the partners and the community.

- \* marketing plan: Propose a marketing plan for the district and its components, including a branding strategy and suggestion of human and financial resources required to promote the district.
- \* pro-forma operating budget: A five-year pro-forma operating budget for the district that identifies earned revenues and operating expenses for district facilities and programs.
- \* funding plan: Based on the experience of comparable districts and discussions with local officials, make recommendations on how and from where to pursue ongoing funding to sustain district programs, marketing efforts, and operations.
- \* measuring success: Finally, establish metrics and goals with which to measure the progress and eventual success of the district in terms of the particular interests of the project partners.

**design team rfp:** We will assist with the development of a design team RFP for the project based on the results of the market assessment, plus operating goals and the programming plan. We will also assist with any addenda to the RFP as additional work is completed.

**economic impact analysis:** Forecast the economic impacts of the proposed district on Summit County, including the impacts of construction, operation, and ancillary spending associated with district audiences and visitors. Use the RIMS II model developed by the Bureau of Economic Analysis to estimate the direct and indirect impacts of the project on the market area, including outputs, increased earnings, and employment.

**critical path plan:** Create a critical path plan for the project partners that identifies key milestones and deadlines, from planning and design through construction and operations.

**final report + presentation:** Present and discuss the findings and recommendations of the plan with project partners and deliver a draft report. Incorporate feedback and issue a final report.

### **phases two + three: advancing the concept**

For the second and third phases of work, which are expected to occur over a 12- to 16-month period, we would provide the following services:

- \* Review submitted design process documents and provide written comments back to the Project Partners.
- \* Participate in up to six public and Council presentations on the evolving district concept and plans.
- \* Organize and document bimonthly team meetings, in person when coordinated with scheduled public and Council presentations and otherwise through video links.

- \* Provide up to 30 hours of coaching to the project partners on governance, operations, programming, marketing, and sustainability of the district. These will be coordinated with public and Council presentation visits.

### **Community Engagement Plan**

The study will require a comprehensive engagement plan that allows us to reach and respond to multiple local constituencies and also provide key stakeholders with appropriate opportunities to participate in the effort, with the following components:

**kick-off meetings + communications strategy:** We would begin the planning process with a kick-off meeting with the project partners to guide the development of the plan. Together, we would finalize the details of the plan's schedule and logistics, including the community engagement strategy.

**information gathering:** At the front-end of the process, we would work with Municipal Corporation staff to coordinate an extensive set of one-on-one and group meetings with a broad cross-section of the community, including key staff, arts and cultural leaders, and leaders from the business, political, tourism, and downtown sectors.

**public presentations:** We would organize and execute up to three public presentations over the course of the work, likely two Municipal Corporation presentations and one community meeting. The community meeting would be facilitated and would invite comments in an open and inclusive setting.

**digital engagement:** Again, working with Municipal Corporation staff, we would create and implement web-based survey tools to collect information from study participants and the public, if appropriate. We would suggest the utilization of appropriate on-line tools and also provide content for and help administrate project websites, blogs, and social media.

### **Deliverables**

We will deliver the following work over the course of this assignment:

1. A presentation deck on the market opportunity and concept for the project, with supporting research appended.

2. A presentation deck for the business plan, including the economic impact analysis, community benefit, and critical path plan.
3. Excel-based pro-forma operating budgets, critical path plans and economic impact analyses.
4. Powerpoint presentations on the needs assessment and business plan that can be used for fundraising purposes and additional community presentations.

### **Financial Proposal**

For Phase One, we would charge professional fees of \$47,880 to complete the work described. In addition, we would seek reimbursement of expenses related to this phase estimated as follows:

Six person-trips at \$1,200	\$7,200
RIMS II Multipliers	\$275
Final Report Printing	<u>\$300</u>
	\$7,775

For the Phases Two + Three, we would charge professional fees of \$35,100 to complete the work described. In addition, we would seek reimbursement of travel expenses estimated at \$7,200.

A breakdown of fee by task for each phase of work is included on the following pages. Additional services beyond those described above would be invoiced using the hourly rates listed on those spreadsheets.

We will bill monthly based on the progress of the study and as expenses are incurred, with no markup on expenses.

Phase 1 Fee Worksheet - Updated 10/4

Task	Staff	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Total	Hourly Rate	Fee	
Week Ending		13-Oct	20-Oct	27-Oct	3-Nov	10-Nov	17-Nov	24-Nov	1-Dec	8-Dec	15-Dec				
Materials Review	Webb	2										2	\$225	\$ 450	
	Kruise	2										2	\$175	\$ 350	
	Benolken	2										2	\$125	\$ 250	
Kick-off Meetings	Webb		4									4	\$225	\$ 900	
	Kruise		4									4	\$175	\$ 700	
	Benolken											0	\$125	\$ -	
Case Studies	Webb	2	2									4	\$225	\$ 900	
	Kruise	2	2									4	\$175	\$ 700	
	Benolken	8	8									16	\$125	\$ 2,000	
Market Analysis	Webb		2									2	\$225	\$ 450	
	Kruise		2									2	\$175	\$ 350	
	Benolken	4	4									8	\$125	\$ 1,000	
Competitive Analysis	Webb		4									4	\$225	\$ 900	
	Kruise		4									4	\$175	\$ 700	
	Benolken		4	4								8	\$125	\$ 1,000	
Organizational Demand	Webb		10									10	\$225	\$ 2,250	
	Kruise		10	4								14	\$175	\$ 2,450	
	Benolken			2								2	\$125	\$ 250	
Benefits and Impacts	Webb			2								2	\$225	\$ 450	
	Kruise			2								2	\$175	\$ 350	
	Benolken											0	\$125	\$ -	
Concept Testing	Webb				8							8	\$225	\$ 1,800	
	Kruise				8							8	\$175	\$ 1,400	
	Benolken				2							2	\$125	\$ 250	
Operating Goals	Webb				2							2	\$225	\$ 450	
	Kruise				2							2	\$175	\$ 350	
	Benolken				2							2	\$125	\$ 250	
Programming Plan	Webb				4							4	\$225	\$ 900	
	Kruise				8							8	\$175	\$ 1,400	
	Benolken				4							4	\$125	\$ 500	
Design Team RFP	Webb				6		4					10	\$225	\$ 2,250	
	Kruise											0	\$175	\$ -	
	Benolken											0	\$125	\$ -	
Governance Models	Webb					4						4	\$225	\$ 900	
	Kruise					6						6	\$175	\$ 1,050	
	Benolken											0	\$125	\$ -	
Marketing Plan	Webb						4					4	\$225	\$ 900	
	Kruise						8					8	\$175	\$ 1,400	
	Benolken											0	\$125	\$ -	
Pro-forma Operating Budget	Webb							8				8	\$225	\$ 1,800	
	Kruise							4				4	\$175	\$ 700	
	Benolken							2				2	\$125	\$ 250	
Scheduling Charrette	Webb								6			6	\$225	\$ 1,350	
	Kruise								6			6	\$175	\$ 1,050	
	Benolken											0	\$125	\$ -	
Economic Impacts	Webb									4		4	\$225	\$ 900	
	Kruise									4		4	\$175	\$ 700	
	Benolken											0	\$125	\$ -	
Critical Path Plan	Webb									4		4	\$225	\$ 900	
	Kruise									2		2	\$175	\$ 350	
	Benolken											0	\$125	\$ -	
Council Presentations	Webb				4						4	8	\$225	\$ 1,800	
	Kruise											0	\$175	\$ -	
	Benolken											0	\$125	\$ -	
Community Presentations	Webb								4			4	\$225	\$ 900	
	Kruise								4			4	\$175	\$ 700	
	Benolken											0	\$125	\$ -	
Report + Presentation	Webb									4	4	8	\$225	\$ 1,800	
	Kruise									8		8	\$175	\$ 1,400	
	Benolken									16		16	\$125	\$ 2,000	
Weekly Calls	Webb	1		1		1	1	1		1		6	\$180	\$ 1,080	
Person-trips			2		1				2		1			6	
Expenses			\$2,400		\$1,200				#####	\$ 575	\$ 1,200				
Total Hours													262		
Total Fee													\$ 47,880		
Total Expenses													\$ 7,775		
Total Cost													\$ 55,655		

## Phases 2 + 3 Fee Worksheet

Task	Staff	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	Rate	Fee
Document Review	Webb	6		6		6		6		6		6		36	\$225	\$ 8,100
Public/Council Presentations	Webb		12		12		12		12		12		12	72	\$225	\$ 16,200
Team Meetings	Webb		4		4		4		4		4		4	24	\$225	\$ 5,400
Business Plan Coaching	Webb		4		4		4		4		4		4	24	\$225	\$ 5,400
Person-trips			1		1		1		1		1		1	6		
Expenses			\$1,200		\$1,200		\$1,200		\$1,200		\$1,200		\$1,200			
													Total Hours	156		
													Total Fee	\$	35,100	
													Total Expenses	\$	7,200	
													Total Cost	\$	42,300	
													Total Cost All Phases	\$	97,955	